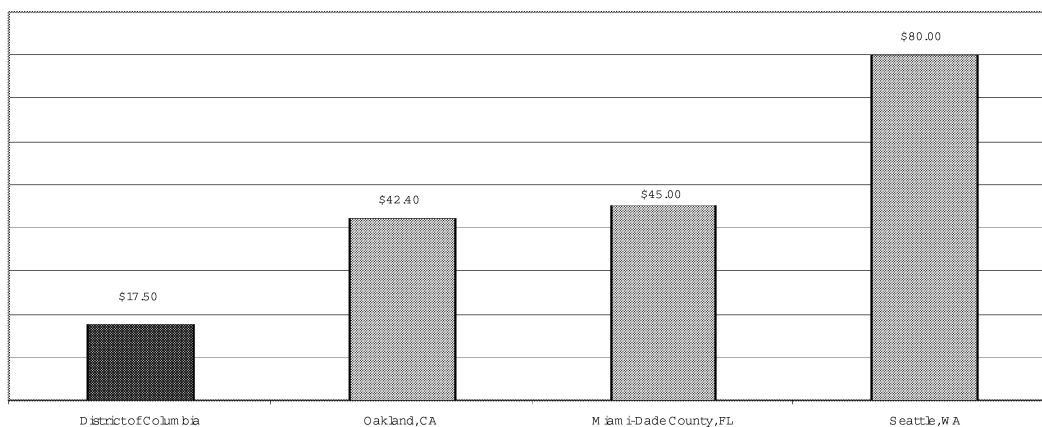


## Department of Consumer and Regulatory Affairs (CR0)

### Program: Basic Licensing

One of the key benchmark measures for the Department of Consumer and Regulatory Affairs' (DCRA) Basic Licensing program is the business licensing registration fee, which is considered a function of the cost of issuing business licenses. The business license registration fee measured is for new business applicants, with an average of two business activity types (known as endorsements). The total cost for processing a new license is \$35.00, plus \$10.00 for each endorsement. This measure ties to the District's city-wide strategic priority of Promoting Economic Development. The accompanying table illustrates the District's performance with benchmark jurisdictions.

**Chart 1-10: Business licensing registration fee in FY 2004  
(1st Quarter)**



Note: The Department of Consumer and Regulatory Affairs provided all benchmark data. The District of Columbia's business license processing fee averages \$55.00 for new business license applicants, and is good for a two-year period. The fees of the other benchmark jurisdictions are for one year.

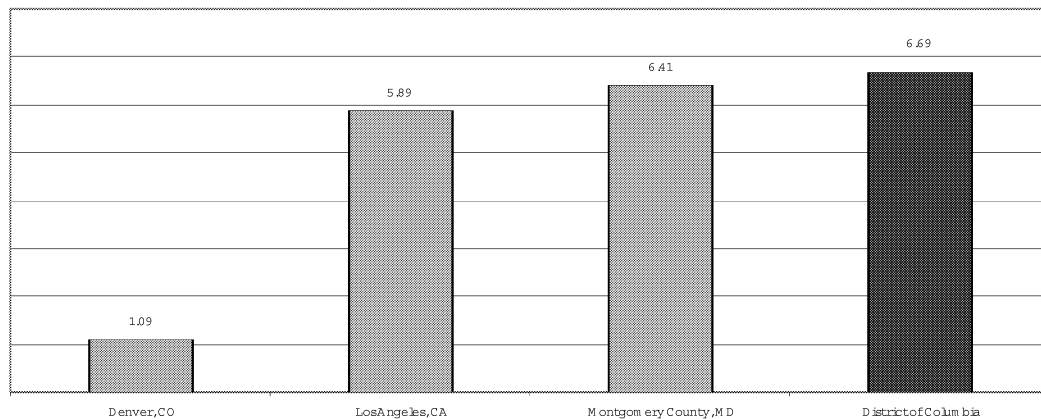
According to DCRA, this benchmark indicates that the District's fee of \$55.00 is less than that of Seattle, Washington, and comparable to other jurisdictions such as Oakland and Miami-Dade County. Since the fee is considered a function of the costs of issuing the licenses, the data suggests that of all the benchmark jurisdictions, the District has the lowest cost for processing business licenses.

## Office of Cable Television and Telecommunications (CTO)

### Program: Regulatory

One of the key benchmark measures for the Office of Cable Television and Telecommunications' (OCTT) Regulatory program is the number of complaints per 1,000 cable television subscribers. This measure ties to the District's citywide strategic priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

**Chart 1-11: Number of complaints per 1,000 cable television subscribers in Calendar Year 2002**



Note: The Office of Cable Television and Telecommunications (OCTT) provided all benchmark data.

According to OCTT, the benchmark results indicate that District cable television subscribers have filed more complaints when compared with benchmark jurisdictions. The results may indicate that customer satisfaction with District cable operators may be lower than in other major cities. However, the result also may indicate OCTT's success in making District citizens aware of the agency's customer service role and the success at providing citizens access to voice complaints.

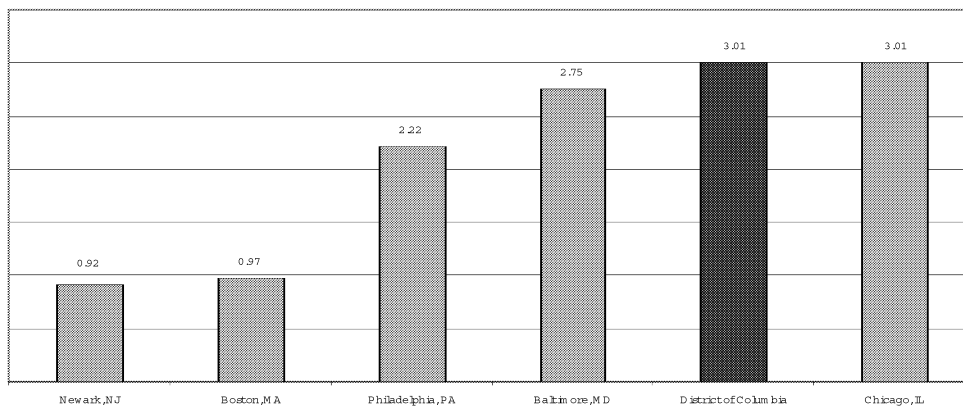
# Public Safety and Justice

## Metropolitan Police Department (FA0)

### Program: Public Safety Communications Center

A key benchmark measure for the Metropolitan Police Department's (MPD) Public Safety Communications Center program is the number of calls for service per resident. This measure ties to the District's citywide strategic priority of Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

**Chart 1-12: Number of calls for service per resident  
in FY 2003**



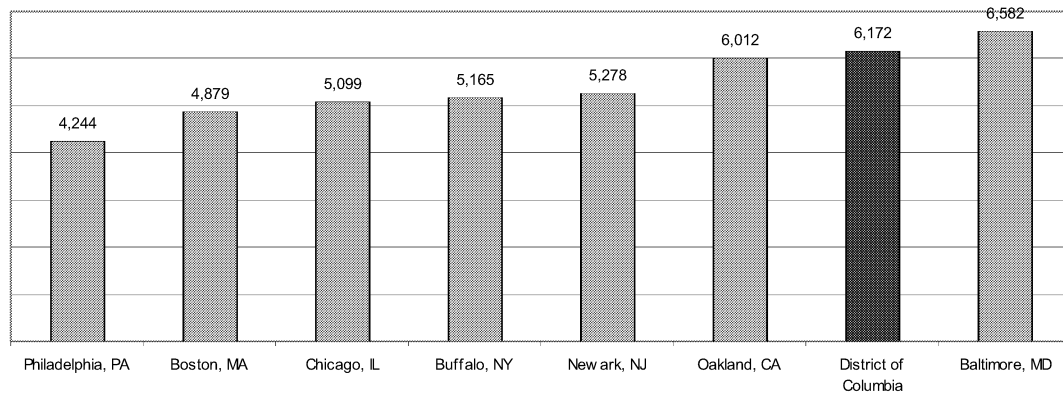
Note: The Metropolitan Police Department provided all benchmark data. Chicago was unable to provide FY 2003 data, so their figure is for FY 2002.

According to MPD, this data indicates the District has one of the highest demands in terms of calls for service of any of the jurisdictions compared. MPD notes that the jurisdictions with the highest calls for service per citizen-Baltimore, Chicago, and the District-are also the only ones with a separate non-emergency number (311). MPD also notes that it is possible that total call volume-which includes both non-emergency and emergency calls for service-after implementation of a non-emergency number increase because callers have a better method of communicating non-emergency issues.

**Program: Regional Field Operations**

A key benchmark measure for MPD's Regional Field Operations program is the Part I property crime rate per 100,000 residents. This measure ties to the District's citywide strategic priority of Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

**Chart 1-13: Part I property crime rate per 100,000 residents in  
Calendar Year 2002**



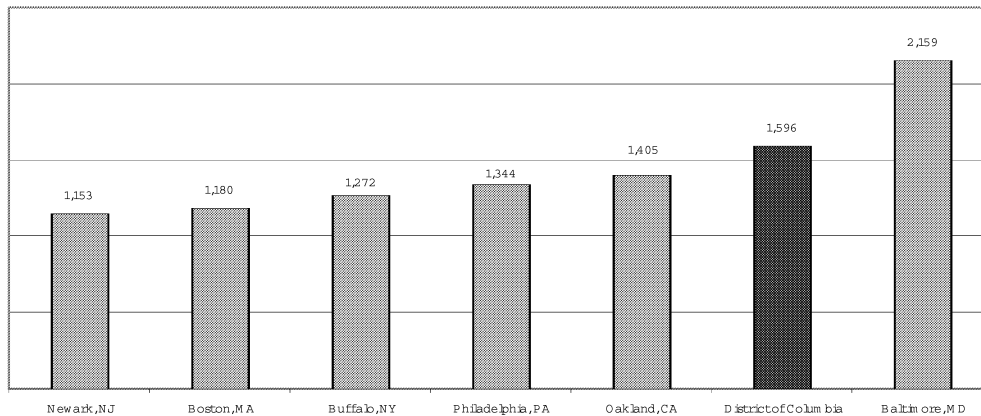
Note: The Metropolitan Police Department provided all benchmark data.

According to MPD, this benchmark shows that the District's Part I property crime rate is second highest among the benchmark cities, though only slightly higher than the average of the benchmark cities (1,444 violent crimes per 100,000 residents). MPD notes that, though extensive research would be necessary to identify the most significant reasons for the difference rates, "micro-trends" in crime (trends, such as a prevalence of violent gangs, affecting a geographical area or particular segment of the population) would likely have a high correlation to Part I violent crime, yet are difficult to incorporate into the benchmarking model. Of MPD's benchmark cities, Baltimore is the most likely to face similar micro-trends.

### **Program: Regional Field Operations**

Another key benchmark measures for the MPD's Regional Field Operations program is the number of Part I violent crimes per 100,000 residents. This measure ties to the District's citywide strategic priority of Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

**Chart 1-14: Number of part I violent crimes per 100,000 residents in Calendar Year 2002**



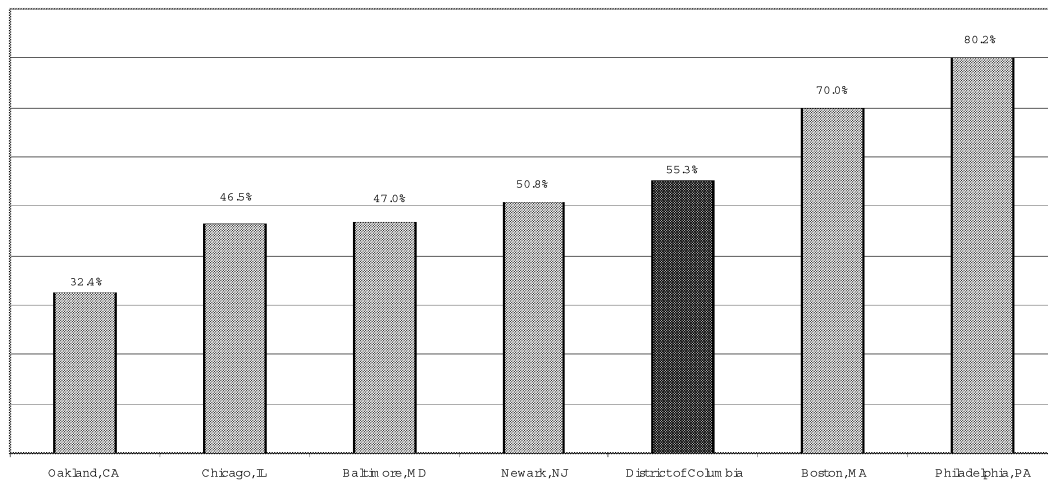
Note: The Metropolitan Police Department provided all benchmark data.

According to MPD, this benchmark shows that the District's violent crime rate is the second highest among the benchmark cities. MPD suggests extensive research is required to identify the most significant reasons for the differences. MPD also notes the importance of "micro-trends" in crime rates (trends such as prevalence of violent ethnic gangs affecting a geographical area or segment of the population) as one factor that was difficult to incorporate into the benchmarking model. Of MPD's benchmarking cities, Baltimore is the most likely to face similar micro-trends.

### **Program: Investigative Field Operations**

One of the key benchmark measures for MPD's Investigative Field Operations program is the homicide clearance rate. This measure ties to the District's citywide strategic priority of Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

**Chart 1-15: Homicide clearance rate in Calendar Year 2002**



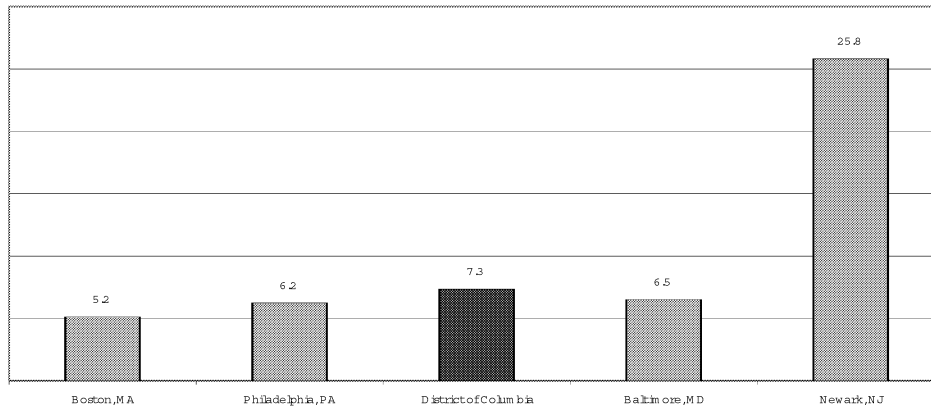
Note: The Metropolitan Police Department provided all benchmark data.

According to MPD, this benchmark shows that the District's violent crime rate is the second highest among the benchmark cities. MPD suggests extensive research is required to identify the most significant reasons for the differences. MPD also notes the importance of "micro-trends" in crime rates (trends such as prevalence of violent ethnic gangs affecting a geographical area or segment of the population) as one factor that was difficult to incorporate into the benchmarking model. Of MPD's benchmark cities, Baltimore is the most likely to face similar micro-trends.

**Program: Organizational Change and Professional Responsibility**

One of the key benchmark measures for the MPD Organizational Change and Professional Responsibility program is the number of intentional firearm discharges per 1,000 sworn officers. This measure ties to the District's citywide strategic priority of Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

**Chart 1-16: Number of intentional firearm discharges  
per 1,000 sworn officers in FY 2003**



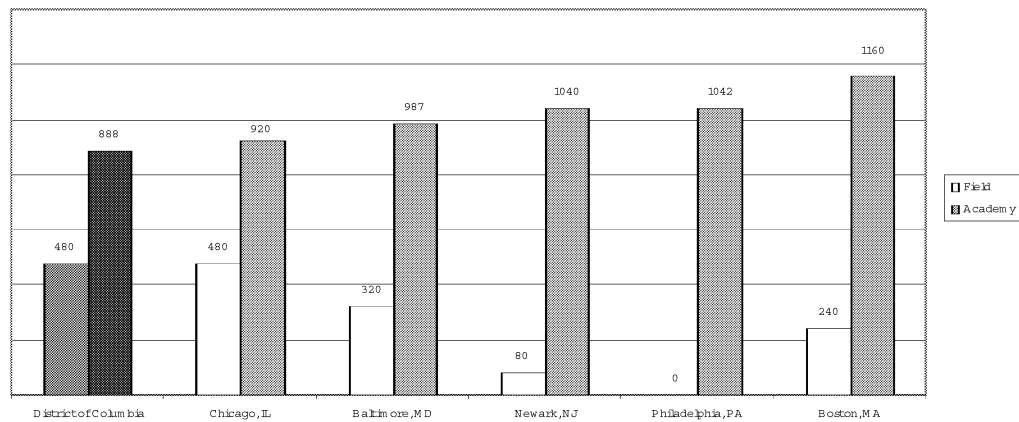
Note: The Metropolitan Police Department provided all benchmark data.

According to MPD, this benchmark suggests that the District's rate of 7.3 per 1,000 sworn officers is similar to that of the other jurisdictions compared, with the exception of Newark.

### **Program: Organizational Change and Professional Responsibility**

One of the key benchmark measures for MPD's Organizational Change and Professional Responsibility program is the required training hours for new recruits. This measure ties to the District's citywide strategic priority of Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

**Chart 1-17: Required training hours for new recruits  
(December 1, 2003)**



Note: The Metropolitan Police Department provided all benchmark data.

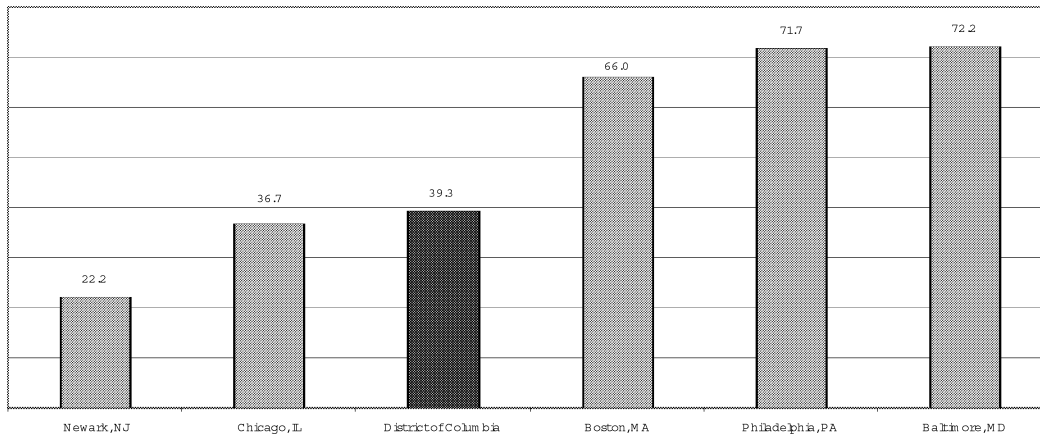
This benchmark shows that the District has the fewest required academy hours when compared to the jurisdictions benchmarked. However, the District has more field training hours than the other jurisdictions except Chicago, which has the same amount of field hours as the District. Most importantly, this data demonstrates that when academy and field training are combined, the District requires 1,368 hours of training for new recruits, which is comparable to the total number required by Chicago, Baltimore, and Boston. The District's total number of training hours is above the benchmark average of 1,273.



### **Program: Police Business Services**

One of the key benchmark measures for MPD's Police Business Services is attrition rate per 1,000 sworn members. This measure ties to the District's citywide strategic priority of Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

**Chart 1-18: Attrition rate per 1,000 sworn members  
in FY 2003**



Note: The Metropolitan Police Department provided all benchmark data. The attrition rate includes both voluntary (e.g. retirement) and involuntary (e.g. dismissal) separations from a police department. Chicago's attrition rate is based on only 10 months of data on separations (January to October 2003). Philadelphia's attrition rate is based on only 11 months of data on separations (January to November 2003).

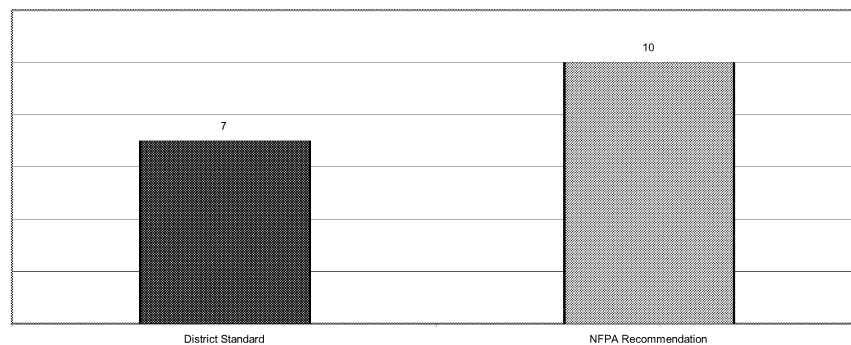
According to MPD, this data indicates the District's attrition rate of 39.3 per 1,000 sworn officers is considerably lower than that of Boston, Philadelphia, and Baltimore.

## Fire and Emergency Medical Services Department (FB0)

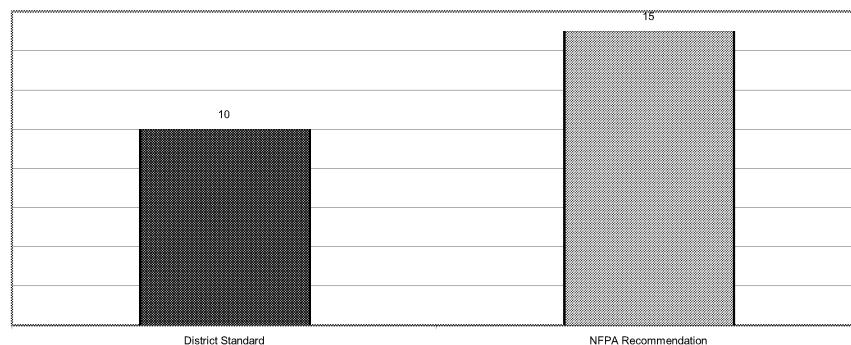
### Program: Operations Support

One of the key benchmark measures for the Fire and Emergency Medical Services Department's (FEMS) Operations Support program is the percent of emergency fleet within the economic retention rate. This measure ties to the District's citywide strategic priority of Making Government Work. The accompanying tables compare the District's standard with those of the National Fire Protection Association (NFPA), a recognized organization in developing consensus codes and standards for the fire service.

**Chart 1-19: Comparison of economic retention rate for fire apparatus (pumping engines)- number of years in front line service in FY 2003**



**Chart 1-20: Comparison of economic retention rate for fire apparatus (ladder trucks)- Number of years in front line service in FY 2003**



Note: The Fire and Emergency Medical Services Department provided all benchmark data.

The D.C. Fire/EMS Department currently maintains 100 percent of its emergency fleet within the established District economic retention rate, exceeding the NFPA minimum recommendation.